

Housing Management Bulletin



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MANAGEMENT DIVISION
NATIONAL ASSOCIATION OF HOUSING OFFICIALS

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LIBRARY

SMALL PROJECT MANAGEMENT

The Executive Council of the Management Division has determined that one of the Division's major undertakings this fall will be an intensive study of management practice and problems in small projects. According to a recent count, USHA has earmarked or entered into loan and assistance contracts covering almost 100 developments of less than 200 family units. Almost half of this total have less than 100 units. The proportion of these small projects has increased very rapidly in recent months, both because of the shortage of funds and USHA's wish to introduce the program into as many localities as possible.

The Problems

Some of the Division's leaders, both on and off the Council, foresee grave management difficulties in many of these smaller developments. How can they carry the administrative overhead of competent management personnel? What arrangements, if any, are feasible for combining projects under one manager? How about part-time management services from municipal departments or private individuals? Under what circumstances, if any, could some management functions be provided by trained specialists serving several projects over a considerable area and others be taken care of by part-time local officials or amateurs? What differences in problems and remedies will be found between rural developments and those in small cities? Preliminary discussions have also brought out the fact that many of the problems found in acute forms in the smallest developments are presenting themselves also in somewhat different outline in considerably larger local programs. As public housing construction falls off temporarily in many nondefense areas, local authority staffs have to be reorganized, primarily for efficient management and secondarily with an eye to expansion when building days come again.

The Procedure

A definite plan for the study will be tested in the immediate future. A fair sample of smaller projects will be selected from the list. A representative of the Division, preferably one attached to a small project, will visit officials in the sample localities of a state or region to discuss with them specific questions and problems that have been outlined in a questionnaire to assure reasonable uniformity of materials. After reports of these field representatives have been turned in, a committee (in all probability composed largely of those who have done the field work) may be appointed to review the facts and recommendations and to prepare some consolidated report.

NEW MEMBERS

Adler, Joseph - Senior Project Supervisor, NYA, New York City
Altman, Horace F. - FWA Housing Manager, Titusville (Pennsylvania)
Bienenfeld, Mrs. J. - Management Assistant, New York City Housing Authority
Bronson, John E. - FWA Housing Manager, Albuquerque
Campbell, Paul M. - Manager, Terrace Village II-B, Pittsburgh
Darrah, Robert C. - Housing Manager, Vineyard Hill Homes, Wheeling (West Virginia)
Demestichas, Rose - Assistant Manager, Terrace Village II, Pittsburgh
Graef, Lorimer C. - FWA Housing Manager, Mitchell Field, Hempstead (New York)
Harakas, James T. - FWA Housing Manager, Rantoul (Illinois)
Hidinger, Syl T. - Superintendent of Maintenance, Housing Authority of the City of Pittsburgh
Howden, Edward - Executive Director, California Housing and Planning Association, San Francisco
Johnson, William J. - Housing Manager, Charlestown, Boston
Joss, Frederick C. - FWA Housing Manager, March Field and Camp Haan, Riverside (California)
Kelsey, R.D. - Manager, Altview Terrace, Rome (Georgia)
King, Raymond - Housing Manager, Lincoln Gardens, Evansville (Indiana)
McAneny, Joseph T. - FWA Housing Manager, Hinesville (Georgia)
Mitchell, Mrs. Mildred - Chief Rental Section, FWA Defense Housing Project, San Diego
Nussbaum, Henry - Management Executive, S. & Z. Engineering Corporation, New York City
Parmelee, Kenneth A. - Executive Director, Housing Authority of the City of Gary (Indiana)
Sims, Otis W. - Management Aide, Knoxville Housing Authority
Stout Institute - Menomonie (Wisconsin)
Taylor, Russell C. - Assistant Director, Columbus (Ohio) Metropolitan Housing Authority
Underhill, Irvin W. - Housing Manager, Richard Allen Homes, Philadelphia
Van Dusen, Earl C. - FWA Housing Manager, Municipal Airport, Tucson
Vaughan, John G. - Associate Housing Management Supervisor, Region I, USHA

SEND NEWS, IDEAS, REPORTS, AND OTHER MATERIAL ON MANAGEMENT TO THE BULLETIN

DIVISION AFFAIRS

Management Institute

The serious looking folks in the photograph below are members of the Management Institute conducted on August 11 to 15, 1941 in San Francisco by NAHO's Management Division with the cooperation of the United States Housing Authority. Over 30 representatives of local authorities in



the western states were registered. It probably was unique among training courses in that it was held in the Potrero Terrace project of the San Francisco Authority. Reports received so far have been enthusiastic not only about the content and informality of the sessions but also the fine cooperation of USHA's Region VII office and the officials of the Housing Authority of the City and County of San Francisco. In charge was Abraham Goldfeld, Chairman of the Management Division's Committee on Training, who spent the summer lecturing at his alma mater, the University of California at Berkeley.

New Field Man

The current issue of NAHO NEWS carries an announcement of the appointment of James R. (Jimmy) Lee of the staff of the Memphis Authority to be NAHO's Field Consultant and Assistant Secretary of the Management Division. After a thorough search, Mr. Lee was chosen for the position vacated early in the summer by Gunnar Mykland when he joined the staff of the Division of Defense Housing of the Federal Works Agency. Mr. Lee is now on a field trip to local authorities in the south east in company with the Division's Chairman, R. K. Creighton, and H. R. Emory, Executive Director of the Housing Authority of the City of Wilmington. He hopes soon to visit Division members in other sections and to meet still other managers at the regional conferences this fall and winter.

Use of Homemaking Library

No Management Division item so far has been more enthusiastically received than the Tenants' Homemaking Library. With the praise have come many requests for additional sets.

(Continued next column)

A few managers have even wanted to get one for each of their tenant families. Unfortunately, in order to keep the cost of this undertaking within financial limits, most of the pamphlets included in these sets were obtained free from government departments and other publishers. Naturally this limited strictly the number of sets that could be made up. As a result, the Library is being made available only to Division members and subscribers and to agency members of NAHO. Additional copies will not be on sale.

It is possible, however, to order copies of individual pamphlets in the sets directly from the agencies that put them out or many of them from the Superintendent of Documents, Government Printing Office, Washington, D.C. For many, individual orders or orders for small quantities are free. The contents cards in the Library give the details of cost and from whom to order each of the pamphlets. Some managers, therefore, are putting their sets in project libraries or offices with instructions for ordering. One even has proposed that managers mimeograph order forms on post cards for the tenants' use. The BULLETIN would welcome further suggestions on the use of the Library.

C. M. CAIN -- Manager of the Stanley S. Holmes Village of Atlantic City, has been awarded the local Board of Trade Citation and Medal for 1941 as being the citizen of Atlantic City judged to have contributed most to community welfare and development during the year.

THE MASTHEAD

This month's masthead is the picture used on the cover of the 1940-41 Annual Report of the Housing Authority of the City of Omaha, showing project youngsters raising the project flag.

TENANT GARDENS

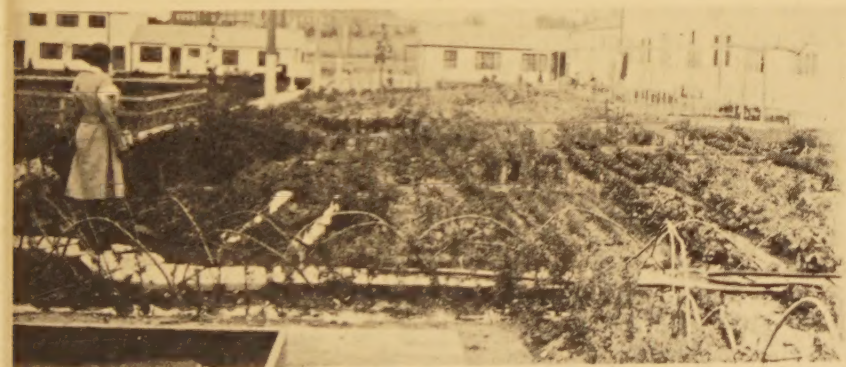
by
Harry H. Olson, Executive Director
Great Falls (Montana) Housing Authority

The Authority has one project of 156 Units -- first opened for occupancy early in 1941.

We pride ourselves on the fact that we have almost a one hundred per cent score on gardening activity. Our emphasis on gardening has been consistent but of a rather incidental nature. In our publicity campaign for securing applications, garden spaces with each dwelling received publicity on a par with modern conveniences. A portion of the publicity was directed to local garden clubs, which happened to have quite a number of low-income people in their memberships.

At the time the lease was signed and the various matters of the agreement and handbook were taken up with the tenant, the matter of use of garden space was brought out. Advantages of gardens were stressed, as well as need of tenant cooperation from the standpoint of proper grounds maintenance. In addition, bulletins going to tenants carried comments relative to gardening and listed source books and farmers' bulletins on gardening. This literature is kept available in the management office for the further enlightenment of interested tenants and when tenants come in to pay their rent, they are asked about how their gardening is coming along. The former city garden club president, who was a tenant of the project, discussed gardening activity at the early community programs sponsored by the tenants. He also happened to be the leader of the 4-H group and as such brought gardening activities to the attention of the youngsters.

Our average garden space approximates 1000 square feet. Because of the inadequacy of this space, youngsters and some oldsters are also carrying on gardening on residen-



tial lots nearby. Improvised fences (as may be seen in the accompanying photograph) are the tenants' means of preventing children from using gardens for play areas.

We do not have figures on the economic effect of gardens on tenants, except as may be partially reflected in rent collections. We are proud of the fact that on August 1, 1941, a little over seven months after the project was opened for tenancy, we did not have a single dollar of rental loss or delinquency.

WE PRESENT...



VICE-
CHAIRMAN
PAUL L.
STANNARD

(Second in a series of Executive Council biographical sketches.)

Graduating in 1929 from Brown University, Vice-Chairman Stannard returned to his home-town, Cleveland, to begin a career in public relief administration. In 1933 he had his first contact with public housing when he attended the National Conference on Slum Clearance as an observer for a relief agency. Then, in 1934 and 1935, when PWA was putting up two housing projects in Cleveland, as district relief office manager he was assigned the job of relocating relief families from the sites of the two projects. With the completion of the projects in 1936, Mr. Stannard became Manager of one of them, first attending the NAHO-PWA training course held in Washington in 1935-36. Mr. Stannard has remained on the Cleveland housing scene ever since that time and is now Coordinating Manager for the Cleveland Metropolitan Housing Authority's eight developments.

Mr. Stannard's connection with the Division dates right from its beginning. He was a member of the temporary committee that drafted the proposal for the creation of the Division back in 1938 and he served as its Secretary pro tem during the year 1939-40. Of the Division's work he says: "Any job worth doing at all is worth doing well. As I see it, the Management Division can, formally through research and evaluation, and, informally, through the development of a yarn-swapping professional comraderie among managers, help each of us do a little better job."

HINTS TO THE HOUSING MANAGER

RECIPROCITY

► The management of Los Angeles County's Carmelitos reports a "horse trade" that they were able to make recently that has resulted in good and frequent press notice from a neighboring Long Beach paper. The paper was anxious to build up its circulation among project tenants and had been making frequent door-to-door canvasses for subscriptions. To put a stop to this nuisance to tenants, the management agreed to give the paper the names and addresses of all new tenants, with the understanding that the old tenants would not be bothered in the future; in return the paper agreed to give news space to project activities.

PENALTIES

► To stop carelessness on the part of some tenants in failing to return project maintenance and playground equipment (such as lawnmowers, rakes, hoes, shuffleboard sets, etc.) within specified time limits, the management of Asbury Park Village (New Jersey) imposes a fine of 25¢ for every day in excess of the allowed time. Equipment lost or damaged by the tenant must be paid for in full.

RENTS IN ADVANCE

► Another item from Asbury Park Village -- As a service to tenants, the management this summer offered to accept advance payments on rentals, feeling that many tenants who do not have steady jobs would be enjoying seasonal employment and earning money in excess of current needs and that, therefore, (since, in the event of rent delinquencies, the management is forced to ask families to move) a means of using surplus money for winter security would be advantageous to the tenant.

CHILD CLINIC

In Philadelphia the Department of Public Health this summer opened a weekly immunization clinic in the community building of the James Weldon Johnson Homes (535 units) to protect all children over 9 months of age against diphtheria and all children over 18 months against scarlet fever. One day every week at 9:30 in the morning a Department of Health physician and nurse are to be at the project for this purpose.

TOYS ON LOAN

► In San Francisco this summer the NYA operated a traveling loan truck filled with children's toys, wagons, tricycles, scooters, dolls, doll buggies, etc. The truck operated on a regular schedule, calling at playgrounds and at the local authority's three public housing projects. Any child who needed or wanted a toy was able to borrow one from the truck under a merit system that required that the toys be returned in good condition if the child were to remain eligible for the service. The truck was sponsored by the Coordinating Council of the City and County of San Francisco, the secretary of which, in instituting the service, stated: "We feel this community activity encourages respect for public property, encourages self-improvement and helps promote intelligent organization of leisure time. Hobbies and handicraft in connection with toys are suggested to children of all ages in an effort to direct their energies into constructive channels for selfimprovement."

USEFUL VOLUME

► The June 1941 "Special Educational Issue" of the Journal of Property Management published by the Institute of Real Estate Management of

the National Association of Real Estate Boards, 22 West Monroe Street, Chicago, is a particularly useful reference volume. The following article titles suggest the value of the publication to housing managers: Objectives of Management; Budgets and Rent Schedules; Maintenance, Repairs and Decorating; Heating and Plumbing; Purchasing; Accounting and Record Keeping; and Executive Control of Real Property. The price of the Journal is \$2.00 per copy.

TENANT EDUCATION

► This summer under the sponsorship of a project club, a group of tenants from the Lockefield Garden Apartments in Indianapolis chartered a bus and went to visit Laurel Homes in Cincinnati. They were met and entertained by a group of Laurel Homes tenants. This idea may have all the same merits that are attributed to interchanging visits by managers, since such trips can educate tenants on new practices in tenant maintenance, grounds care, recreational and community activities, etc., and can expand the group spirit beyond just the local project to the whole public housing program.

ARBORETUM

► The Manager of Chicago's Julia Lathrop homes, at a cost of \$5.18, has purchased 125 saplings and planted them on a patch of land that has always been considered an eyesore and weed bed, planning to use them in the next 3 or 4 years to replace those that have died on the project grounds. Additional saplings may be planted later on until the ground is covered and thus other Chicago projects can be supplied. It is understood that such replacements cost \$7.00 and up, each, on the open market.

